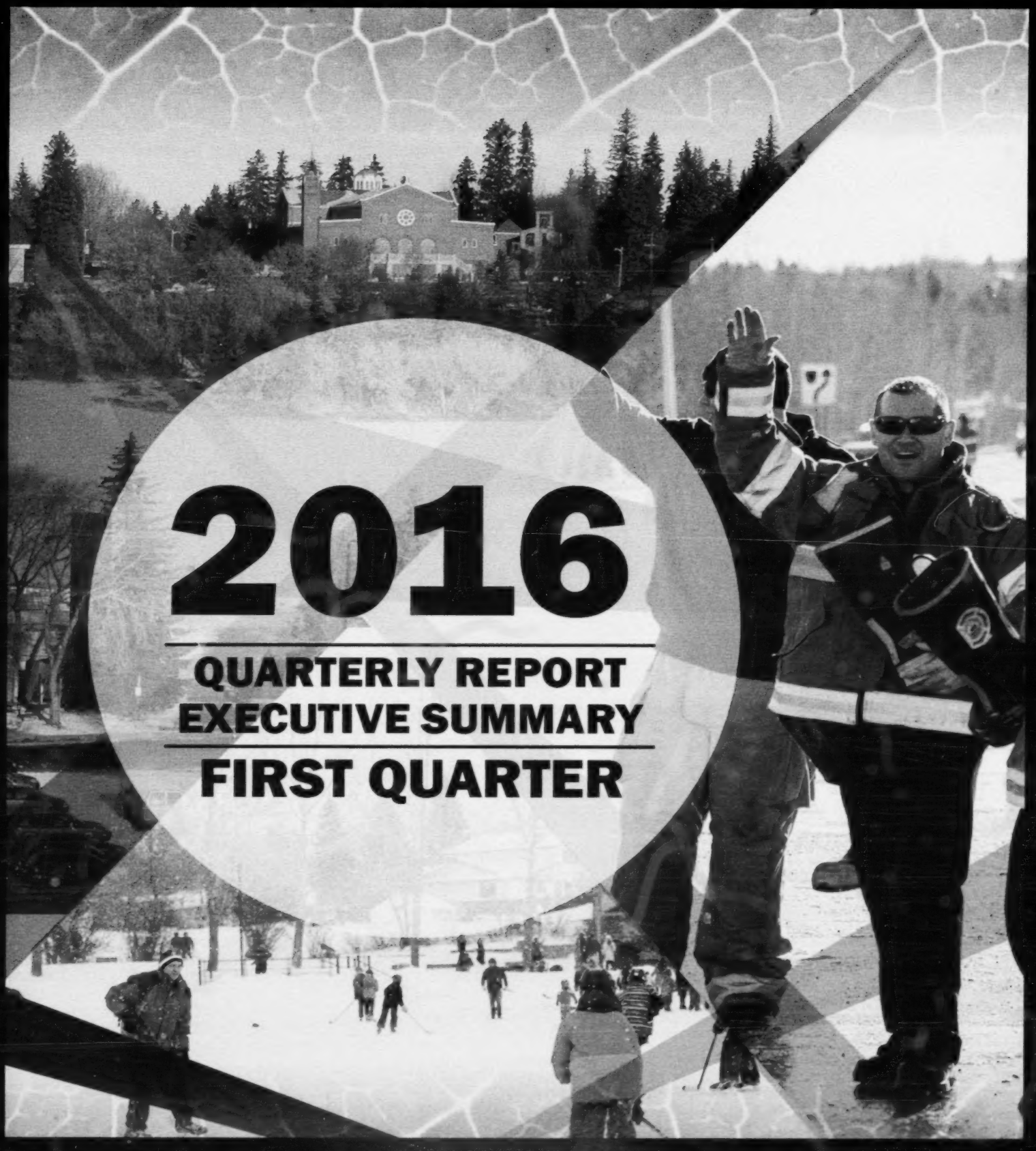


2016

QUARTERLY REPORT EXECUTIVE SUMMARY

FIRST QUARTER

stalbert.ca

City of St. Albert Cultivate Life

2016 QUARTERLY REPORT

FIRST QUARTER EXECUTIVE SUMMARY

The City of St. Albert 2016 Corporate Quarterly Report– Quarter One is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending March 31, 2016 related to City of St. Albert Strategic.

The Financial Summary is also part of the Quarter One Report and an online performance dashboard that can be accessed through the City's website or the following link:

StATRACKER - Performance Dashboard - City of St. Albert

In February 2016, Council validated the City of St. Albert Strategic Plan that was updated to align the goals and strategies with the Community Vision and five Pillars of Sustainability:

- Social – We are friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.
- Economic – We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses and a dynamic downtown core.
- Built Environment – We build our community towards the future to sustain balanced development, with a reverent eye to the past, honoring our unique settlements history and district identity.
- Natural Environment – We protect, embrace and treasure our deeply-rooted connections with the natural environment through championing environmental action.
- Culture – We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

Administration has consequently amended the Quarterly Report to ensure proper alignment with the 2016 City of St. Albert Strategic Plan. As such, Quarter One 2016 will reflect the pillars of sustainability and expected results from the Community Vision.

Quarter One Progress Update

The following section provides an overview of progress made in Quarter One 2016 towards City of St. Albert Strategic Plan. For a more detailed progress update, please review the 2016 Quarterly Report – City of St. Albert Strategic Plan Project Status Update – Quarter One.

Pillar of Sustainability: Social

We are a friendly community and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.

Quarter One activities include:

- 50+ Club Building - Project is on schedule for re-opening in Fall 2016. Public Art Request for Proposal was issued with installation planned to coincide with re-opening of facility. The project is approximately 75% complete.
- The Collective (Youth Hub) – Construction is in progress and expected to complete by April 8, 2016.
- Foyer Lacombe Hospice opened in January 2016.
- Administration was successful in acquiring grant funding for Diversity and Inclusion Campaign - "It Starts with Me". Campaign was launched in January and will continue throughout the year. A Kairos Blanket Exercise was brought to St. Albert with 3 sessions and 120 participants in total taking part. Several 'snapshots' of various groups that would experience exclusion will be targeted for awareness and education topics.
- Mental Health First Aid facilitator provided the 2-day workshop to 14 City of St. Albert staff and additional 11 school staff and students. Administration also lunched a St. Albert wide Mental Health Awareness Campaign for 2016 that will include events and activities throughout the year.
- Protection of Person's and Property Bylaw was reviewed and further research is being undertaken. The report to Council is scheduled for July 11, 2016.
- Capital Region Board Transit Governance - An initial report on this project with Edmonton, on forming a single operating entity, has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A second report outlining the structure of a potential new operating entity (focusing on the Commuter Model) and a recommendation to continue with a more detailed cost and benefit analysis was presented and approved by both Councils in Quarter One 2016. A more detailed report focusing on unanswered questions from the previous reports is due to be presented to both Councils at the end of Quarter Three 2016. It is anticipated this this report is the final report required to set up an integrated Commuter system.

Pillar of Sustainability: Economic

We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses and a dynamic downtown core.

Quarter One activities include:

- Employment Lands Framework - Administration continues to work on marking the lands for land assembly and is working on creating the Area Structure Plan principles for presentation to Council in Quarter Three. Discussions took place with several land owners to determine their interest in selling or developing land.
- Show Local Concept (Downtown) - Economic Development continues to work with the "Collective" on the retail component of their new space. The University of Alberta School of Retail is currently conducting a study on the current retail mix in the downtown and will be recommending the retailers/restaurants that St. Albert should be recruiting to ensure the downtown remains a shopping hub where our residents will prefer to shop.
- Servicing Requirements for Growth - Administration is currently working in conjunction with Sturgeon County looking at priority growth areas within the shared boundary region. This foundation work will provide an input into the long term management and delineation of growth servicing requirements that will be required to support the long term sustainable development of the region.
- Industrial Engineering Standards - On September 21, 2015 Council directed Administration (Council Motion C441-2015) to develop principles of an Area Structure Plan (ASP) and engineering design options by Quarter Three 2016. These options will present the principles for the creation of industrial engineering standards to be created within the Employment Lands ASP. Administration continues to work on developing principles for presentation to Council in Quarter Three 2016.
- St. Anne Street Realignment - The work completed in Quarter One included curb re-work along the Promenade, completion of the installation of street lighting underground conduit and pull through of streetlight wiring. Delays in project regarding the tree planting cells and storm water management system have been addressed and rectified as a result of the early onset of spring allowing for an earlier start to construction. Sidewalks are being prepped along the north and south sides of the Promenade with anticipated completion in early Quarter Two. Demolition and removal of sidewalk and curb and gutter along east side of St. Anne from Sir Winston Churchill Avenue to St. Thomas is nearing completion. Install of underground storm system along east side of St. Anne to allow better drainage is complete. Next steps include pouring of sidewalk and curb and gutter removal of sidewalk and along west side of St. Anne, closing of St. Anne to prepare for roundabout installation and completion of landscaping along Promenade.
- Smart City Master Plan - In Quarter One, the City's Smart City Master Plan Steering Committee finalized stakeholder reviews of the proposed Master Plan. The Master Plan then progressed into final edits and graphic design, in support of a May 24 presentation date to Council. A public review of the Master Plan will take place thereafter. The City also supported the Alberta Smart City Alliance in delivering the 2016 Alberta Smart City Symposium in Banff in April 2016. The Symposium has attracted significant interest from other governments, academic organizations, and private sector organizations, and has a tremendous selection of speakers and sponsors.

Pillar of Sustainability: Built Environment

We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.

Quarter One activities include:

- Capital Partnership Program - The Dynamyx Preliminary Business Case was submitted but due to fundamental premise change in the project the Capital Partnership Advisory Committee is re-scoring the project in April 2016. Administration will be presenting a new Bylaw to Council by Quarter Two 2016, which considers a mandate change for this committee to have this committee comment on select community capital projects.
- Corporate Land Strategy Workplan - In Quarter One 2016 the reporting requirements related to Land Transactions were presented to Council. In April 2016 additional information will be presented including the 2016-2035 Corporate Land Strategy Workplan, a Council Communication Process and three in-camera recommendations are planned for discussion.
- Heritage Sites Phase Two Restoration

  Phase 2 A

  Exterior restoration on Hogan and Cunningham Houses is still in progress. The site is still shut down, reopening spring of 2016. Over the next few months final design and restoration requirements for the interior of these houses will be finalized and tendered so that the project can be completed by the end of summer 2016. Foundation and basement designs for the Chevigny House and Brosseau Granary are nearing completion and will be forwarded to the contractor to provide budget costs with intent to complete construction in May 2016. Construction and relocation are required prior to a Phase 2 B construction start.

  Phase 2B

  Consultant is behind schedule on design drawings and tender documents preparation but we anticipate receiving it within the next two weeks. Construction will likely begin in the latter part of 2016.
- Healing Garden open house was held on Feb 24, 2016, accompanied by an information display in the St. Albert Place Lobby. Feedback received from attendees was very positive. Fund development efforts are continuing. Administration is anticipating 90% of drawings within the month and construction is expected to begin in June 2016.
- North Interceptor Sanitary Trunk (Project 9) - Preliminary design is complete and the detailed design is in progress. The alignment has been refined and will follow Sturgeon Road along the south side of the river. A public open house is planned for April 2015 to provide information to the public. As construction timelines are solidified further more open houses will be organized and released.
- Whistle Cessation - The contractor firm finalized the report and submitted to the City. The project is continuing to move forward. The City requires contractor to continue discussions with CN Rail and gain their approval of the report before submitting to Transport Canada. In 2016, once the approval is received, Administration will work on public consultation and make an application to Council for a Bylaw approval.

- Bike Skill Park - Council approved that Administration discontinue work on the potential development of a Bike Skills Park until time when suitable land becomes available. Funds have been returned to the Major Recreation Facilities - City Wide Fund.
- Lacombe Park West Construction - Major work has been completed on Lafleur Park and Leveque Park based on Lacombe Park West Master Plan. Leveque Park opened to the public in 2015. Lafleur Park opened in Quarter One 2016 with landscaping and deficiencies to be addressed in Quarter Two 2016.
- Lion's Park Drainage - This project has been put on hold and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
- Baseball Diamonds Safety Fencing - Project team for construction on safety fencing at 11 City operated ball diamonds is currently developing the project Tender, with construction to be completed in Quarter Three 2016. Two of the original diamonds located on school board land will not be completed in 2016 due to impacts from other school projects.

Pillar of Sustainability: Natural Environment

We protect, embrace and treasure our deeply-rooted connections with the natural environment through championing environmental action.

Quarter One activities include:

- The Sturgeon River Watershed Alliance (SRWA) Technical Advisory Committee met monthly to continue work on research and projects including Water Quantity (hydrology), Water Quality and Regional Natural Areas studies. The Steering Committee (Council Representatives) met on January 25 to get updates on the Provincial Land use Framework and Capital Region Growth Plan, as well as to discuss priorities for 2016 - 2019. The North Saskatchewan Watershed Alliance, on behalf of the SRWA, applied for two grants to complete studies on natural areas, riparian health, watershed hydrology and water quality assessments for the Sturgeon River Watershed.
- The air quality monitoring station installation process continued with the power connection completed and the setting up and calibration of the monitoring equipment. A permanent ornamental fence will be erected around the station and landscaping will be completed in spring 2016. An educational decal will also be wrapped around the station to inform residents of the station's function. A celebration of the station will be held on Clean Air Day, June 8, 2016.
- The Energy and Water Conservation Audit of major City Facilities was completed and the results shared with internal stakeholder groups including. The final report, along with recommended energy conservation measures will be presented to Council on May 16, 2016.
- As part of the Energy and Water Conservation Audit of major City facilities there was a review of potential green energy (i.e., solar, co-generation, etc.) opportunities for the recommended retrofits for existing City facilities. With the potential addition of a provincial Carbon Tax as well as Greenhouse Gas Emissions/Energy Conservation Grants, the City is in a good position to move forward on green energy retrofits for some of its existing facilities.

- Based on a review of the Sedimentation and Erosion Control measures completed since 2010, an updated Capital Charter will be submitted for the 2017-2019 budget. For 2016, work will be aligned with the major storm water rehabilitation project along Perron Street with the possibility of a new grit interceptor at Outfall 11 (Perron Street Twins). With the completion of this grit interceptor, four out of the eight high priority storm water outfalls will be completed. Outfall 4 (Meadowview) has design completed for its grit interceptor and will be aligned with work being completed at the Heritage Park in the next few years.
- Administration met with various contractors to discuss a new option related to compost collection of City facilities. This option would provide "post collection sorting" of organic waste. It was determined that this would be the best and most cost effective option for City facilities. Administration has started working on preparation of tender documents related to this project.

Pillar of Sustainability: Culture

We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

Quarter Four activities include:

- The storytelling project has been launched and released to the public with a suggested listing of sites provided in consultations with the St. Albert Historical Society and Museum. Currently Administration is gathering submissions. Construction is slated for 2017.
- Grosvenor Pool slide has been ordered and the installation is expected in May 2016.
- Loise Hole Provincial Park - The Province completed the right hand turn bay and instillation of park signage. Park name has been added to Wayfinding signage on Ray Gibbon Drive.

Governance Strategy

Council is committed to ensure that the City of St. Albert is a responsive, accountable government that delivers value to the community.

Quarter One activities include:

- Vacancy for position to support and lead Government Relations Program as been filled so the work will now continue. An advocacy priorities presentation has been scheduled for the June 13 Standing Committee of Whole meeting and the updated list and work plan will be brought to Council for approval in August 2016.
- City representative has been attending all the Growth Plan Update Task Force meetings. Regular Administrative meetings have begun prior to the Capital Region Board (CRB) Growth Plan Task Force Meetings. The Growth Plan Update is into Phase 3 of 5 - Policy Development. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016. A draft of the Growth Plan Update has been presented to CRB member CAOs and staff for feedback. Administration continues to attend Growth Plan Update meetings and consultations and provide feedback. Administration will send a letter to the CRB following the April 13, 2016 task force meeting to more formally present feedback on the draft Plan.

- Administration continues to meet with Ministry of Transportation officials to discuss twinning of Ray Gibbon Drive. The Ministry of Transportation is conducting traffic modelling study. An updated advocacy plan will be brought to Council for review in June and approval in August.
- Development of the various phases of the talent management strategy are underway and a strategic plan was initiated. Implementation of a phased approach will continue throughout 2016 and 2017 and will be linked to the Compensation Review. However, several components of this project will be put on hold until the hiring of a new Director of Human Resources.
- Council was presented with guiding principles for a full review of Council Policy C-P&E-02 Capital Project Management on September 28, 2015 and were asked to provide input to Administration on those principles by October 31, 2015. Administration was directed by Council (Council Motion C463-2015) to provide a revised Council Policy, which was postponed to Q2 2016, to be used within the 2018 Budget process.
- On April 18, 2016, Council approved both major and minor amendments to seven different Council policies to better align with the Community Vision and Pillars of Sustainability policy. As part of those minor amendments, revisions were made to Council Policy C-CG-06 (Strategic Framework) to incorporate a performance measurement model for the City under the Evaluation and Reporting section. The performance measurement model identifies four perspectives that the City of St. Albert should measure themselves to ensure accountability and transparency on municipal performance to its residents. Administration will use this formal direction to proceed with a performance measurement program and integrate it into its long term planning for implementing the strategic framework.

Service Delivery Strategy

Council is committed to ensure that the City of St. Albert is a responsive, accountable government that delivers value to the community.

Quarter One activities include:

- The inventory of recreation amenities including benches, garbage cans and other amenities has been completed through a partnership between Recreation and Parks and Public Works. The data is being analyzed for development of a lifecycle.
- Continuous Improvement Program 2016:
    - Public Engagement Phase 3 – The objective of this phase is to obtain community feedback for a draft Public Engagement Policy, recommend changes and develop principles for Public Engagement Management Plan. Part of the Phase 3 is creation of Council committee that will lead and champion required public engagement activities and provide recommendations to Council. In Quarter One, recruitment for community members for the Committee was completed and five residents were appointed to the committee along with two Council members being appointed. Selection of consultant is in progress with consultant being selected by the end of Quarter One. The first Committee meeting is scheduled for April 5, 2016 to commence the work on this project.
    - Service Levels Phase 1 - Work continues on documenting service level standards for services delivered by the City. An outline of the service inventory document has been

drafted and work has commenced on populating the template in order to finalize this document on time for presentation to Council on June 27, 2016.

  - Purchasing Process Review – The objective of this project is to review various streams used for the purchase of goods and services to identify opportunities for improvements. Review will encompass entire process from need identification to vendor payment and financial coding as well as review and analysis of current and possible new corporate structure as it relates to purchasing. In Quarter One, the project plan was prepared and approved by City Manager. The team met for the initial meeting to kick-start this project.

- Community Sustainability Framework - The new Community Vision and Pillars of Sustainability were incorporated into the City of St. Albert Strategic Plan and introduced to City staff as the foundation for the Strategic Framework and any other planning activities moving forward. The draft Community Vision and Pillars of Sustainability Council Policy were presented to Council in March 2016.

Performance Indicators

The online StATRACKER Performance Dashboard (stalbert.ca/city-hall/statracker/) continues to provide residents with a collection of performance indicators as part of the City's overall efforts to increase transparency and inform residents of the overall performance of the City. This tool is reviewed on a regular basis and will continue to evolve as the City's performance measurement program matures.

The StATracker Performance Dashboard now also includes indicators related to the City of St. Albert Strategic Plan. The purpose of these strategic indicators is to measure change over time in terms of progress toward (or away from) the community outcomes described within the City of St. Albert Strategic Plan. These indicators can be accessed under the "Strategic" heading on the StATracker dashboard.

The online dashboard can be accessed on the City's website or via the following link:

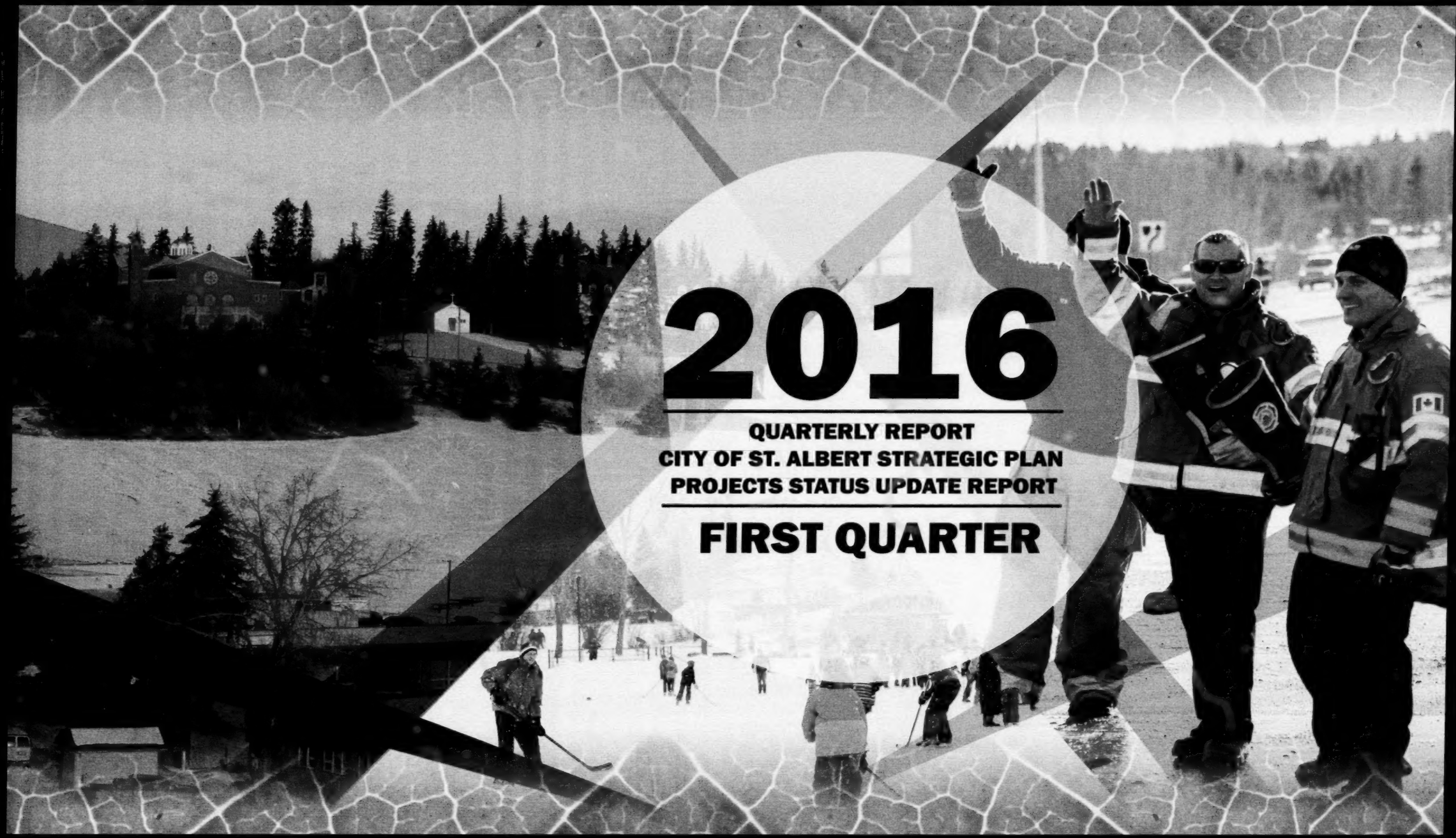
StATRACKER - Performance Dashboard - City of St. Albert

The following indicators were updated with new data in Quarter One:

- Annual Non-Residential Tax Assessment
- Annual St. Albert Business Licenses
- Building Construction Value Per Quarter
- City of St. Albert Annual Waste Tonnage
- City Permanent Employee Retention Rate
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participants Per Quarter
- Landfill Diversion Rate

- New Business Licences Per Quarter
- Number of Community Organizations in St. Albert
- Percent Non-Residential Tax Assessment
- Registered Participants for Cultural Programs
- Registered Program Participants Per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at Cultural Spaces
- Rental and Programmed Hours at Recreation Spaces
- Total Emergency Response Time
- Total Number of 911 Calls Received Per Quarter
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita Per Quarter

For a more detailed progress update for Quarter One projects and progress, access the 2016 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.



2016

QUARTERLY REPORT
CITY OF ST. ALBERT STRATEGIC PLAN
PROJECTS STATUS UPDATE REPORT

FIRST QUARTER

● New Project ● Delay

● In Progress ● Completed

City of St. Albert Strategic Plan Projects Status Update Report
Quarter One 2016

Project Name	Project Description	Status	Progress Update
SOCIAL			
Options for new facility and expansion of North Ridge Lodge	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	●	This project is linked to the Corporate Land Strategy as it relates to the identification and acquisition of land for additional seniors housing facilities. The Housing Diversity Action Plan was approved by Council in 2015 and the initiatives contained in this action plan related to land will be incorporated into the land strategy actions. Administration will be presenting information to Council in April 2016 to ensure that current direction from Council continues to reflect Council's desired outcome, financial commitment, etc. The intent of this item was two-fold, the first, related to the expansion of North Ridge Lodge to which City activities are now complete and the second related to future site options. The title of this item will be updated in future updates as "Site Options for Affordable Housing".
50+ Club Building	Rehabilitate and expand the program space in the 50+ Club building	●	Project is on schedule for re-opening in Fall 2016. Public Art Request For Proposal was issued with installation planned to coincide with re-opening of facility. The project is approximately 75% complete.
Safe Journey to School Program Implementation	Implement recommendations from the Safe Journey to School program.	●	Additional funding for implementation has been approved and Administration will is proceeding with planning for the implementation of the next steps.
The Collective (FKA Youth Hub)	Ensure youth are actively engaged and supported.	●	Construction is in progress and is due to be completed by April 8, 2016.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	●	Administration continues to be involved in provincial and federal communities of practice in development of the Poverty Reduction Strategy.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	●	Bullying strategy has been incorporated into the Diversity and Inclusion Campaign.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	●	Focused groups phase of the research project were completed. All data has been collected and is being analyzed.
St. Albert and Sturgeon Hospice Association	Role: Liaison for City - Advocate, promote and support efforts.	●	Foyer Lacombe Hospice opened January 2016.
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.	●	Administration was successful in acquiring grant funding for Diversity and Inclusion Campaign - "It Starts With Me". Campaign was launched in January and will continue throughout the year. A Kairos Blanket Exercise was brought to St. Albert with 3 sessions and 120 participants in total taking part. Several 'snapshots' of various groups that would experience exclusion will be targeted for awareness and education topics.
Mental Health Awareness	Mental Health Strategy	●	Mental Health First Aid facilitator provided the 2-day workshop to 14 City of St. Albert staff and additional 11 school staff and students. Launched a St. Albert wide Mental Health Awareness Campaign for 2016 that will include events and activities throughout the year.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
City's Emergency Plans	Further develop and implement the City's emergency plans.	●	The 72 Hour Emergency Planning Guide is being adapted for a Quick Action Guide (70% complete). The ICS 300 course completed. The Risk Communication workshop was held with 39 participants. The Municipal Emergency Plan has been revised and the Emergency Management Bylaw has been reviewed by Legislative Services. Partnering agreement is in place with NorQuest College to create a Community Resilience training program and the first course will occur in St. Albert in December. Letter of Understanding was developed for alternate Reception Centre location (Alliance Church).
Protection of Person's and Property Bylaw Review	Review the Bylaw and report to Council on findings and recommendations if any.	●	Bylaw has been reviewed and further research is currently being undertaken. Report to Council is scheduled for July 11, 2016.
CRB Transit Governance Review	Participate in the Regional Transit Commission Assessment. Business Case analysis for creating a Capital Region Transit Commission is being completed by the CRB, Transit Committee.	●	An initial report on this project with Edmonton, on forming a single operating entity, has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A second report outlining the structure of a potential new operating entity (focusing on the Commuter Model) and a recommendation to continue with a more detailed cost and benefit analysis was presented and approved by both Councils in Quarter One 2016. A more detailed report focusing on unanswered questions from the previous reports is due to be presented to both Councils at the end of Quarter Three 2016. It is anticipated this this report is the final report required to set up an integrated Commuter system.
Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and Strathcona County.	●	The Province announced funding approval for Smart Fare, which included Smart Bus. Administration started initial discussions with the regional partners, Edmonton and Strathcona. In Quarter One, the City of Edmonton has acquired the services of professional management consultant to oversee the entire project. Edmonton, together with the regional partners and the managing consultant released a request for comment in Quarter One. Release of Request for Proposal will be prepared for Quarter Two. Vendor will be chosen in Quarter Three with contact signed in Quarter Four. Actual implementation of smart bus technology is not likely to start until Quarter One 2017.
Develop City Manager Directives Related to Handibus Eligibility and Advisory Committee Operations	Develop Council and Administration policies to define Handibus eligibility to be reviewed by the Handibus Advisory Committee.	●	City Manager approved and signed off on Directive in Quarter One 2016. This is now completed.
ECONOMIC			
Foreign Direct Investment	Foreign Direct Investment Initiative (former "Promote the Capital Region Export Alliance to expand Economic Development").	●	Administration followed up with several key companies from the trip, to examine opportunities for continued relationship and to test the market for their products and services with St. Albert developers and investors.
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.	●	Administration continues to work on marking the lands for land assembly and is working on creating the Area Structure Plan principles for presentation to Council in Quarter Three. Discussions took place with several land owners to determine their interest in selling or developing land.
Shop Local Concept (Downtown)	Help develop, support and promote the concept of Shop Local in downtown St. Albert.	●	Economic Development continues to work with the "Collective" on the retail component of their new space. The University of Alberta School of Retail is currently conducting a study on the current retail mix in the downtown and will be recommending the retailers/restaurants that St. Albert should be recruiting to ensure the downtown remains a shopping hub where our residents will prefer to shop.
Servicing Requirements for Growth	Explore front-end funding options for the servicing of lands for commercial and industrial development.	●	Administration is currently working in conjunction with Sturgeon County looking at priority growth areas within the shared boundary region. This foundation work will provide an input into the long term management and delineation of growth servicing requirements that will be required to support the long term sustainable development of the region.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
Industrial Engineering Standards	Review and report on potential Industrial Engineering Standards that could be adopted in support of development of the employment lands.	●	On September 21, 2015 Council directed Administration (Council Motion C441-2015) to develop principles of an Area Structure Plan (ASP) and engineering design options by Quarter Three 2016. These options will present the principles for the creation of industrial engineering standards to be created within the Employment Lands ASP. Administration continues to work on developing principles for presentation to Council in Quarter Three 2016.
Master Development Agreement Template Update	Revisions to agreement will align with changes made to Offsite Levy Bylaw 30/2013.	●	The final Development Agreement was approved by Council in February 2016.
St. Anne Street Realignment	Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	●	The work completed in Quarter One included curb re-work along the Promenade, completion of the installation of street lighting underground conduit and pull through of streetlight wiring. Delays in project regarding the tree planting cells and storm water management system have been addressed and rectified as a result of the early onset of spring allowing for an earlier start to construction. Sidewalks are being prepped along the north and south sides of the Promenade with anticipated completion in early Quarter Two. Demolition and removal of sidewalk and curb and gutter along east side of St. Anne from Sir Winston Churchill Avenue to St. Thomas is nearing completion. Install of underground storm system along east side of St. Anne to allow better drainage is complete. Next steps include pouring of sidewalk and curb and gutter removal of sidewalk and along west side of St. Anne, closing of St. Anne to prepare for roundabout installation and completion of landscaping along Promenade.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	●	Limited staff capacity resulted in delay of this project. At the January 8, 2016 Retreat Administration explored parking in the downtown with Council. Downtown Parking Technical Study Action Plan will take place in late 2016, early 2017.
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	●	This work is delayed due to workload and increased number of current Planning Applications. Revisions are planned to come to Council in Q4 2016.
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	●	Contract was issued and project was initiated. A developer focused public engagement session was held in December 2015 and a public open house was held in January 2016. A workshop is scheduled with Council in Quarter Two 2016, for their review of stakeholder input and to provide input into the review work on the Residential Land Use Bylaw.
Smart City Master Plan Development and Alberta Smart City Alliance	Support the Smart City Master Plan and Alberta Smart City Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.	●	In Quarter One, the City's Smart City Master Plan Steering Committee finalized stakeholder reviews of the proposed Master Plan. The Master Plan then progressed into final edits and graphic design, in support of a May 24, 2016 presentation date to Council. A public review of the Master Plan will take place thereafter. The City also supported the Alberta Smart City Alliance in delivering the 2016 Alberta Smart City Symposium in Banff in April 2016. The Symposium has attracted significant interest from other governments, academic organizations, and private sector organizations, and has a tremendous selection of speakers and sponsors.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
BUILT ENVIRONMENT			
New Facility Predictive Assessment Model (Action Plan for expansion of recreational facilities)	Implement an action plan to determine time and population triggers to expand recreational facilities with supporting cost estimates.	●	No update for Quarter One. Work planned for 2016 related to the New Facility Predictive Model include updates specifically related to include more detailed capital and operating cost estimation work and its incorporation into the 2017-2026 Capital Budget decisions. Work is also proceeding to incorporate this model into a Council Policy. This will begin in May 2016.
Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.	●	The Dynamyx Preliminary Business Case was submitted but due to fundamental premise change in the project the Capital Partnership Advisory Committee is re-scoring the project in April 2016. Administration will be presenting a new Bylaw to Council by Quarter Two 2016, which considers a mandate change for this committee to have this committee comment on select community capital projects.
Corporate Land Strategy Workplan	This on-going project is in place to guide the work required to prepare Council to make decisions related to land to ensure that council priorities that involve land are addressed.	●	In Quarter One 2016 the reporting requirements related to Land Transactions were presented to Council. In April 2016 additional information will be presented including the 2016-2035 Corporate Land Strategy Workplan, a Council Communication Process and three in-camera recommendations are planned for discussion.
Heritage Sites Phase Two Restoration - Cunningham and Hogan Houses/Brosseau Granary	The Phase 2 restoration of the historic Cummingham and Hogan houses at the Heritage Sites.	●	Phase 2 A Exterior restoration on Hogan and Cunningham Houses is still in progress. The site is still shut down, reopening spring of 2016. Over the next few months final design and restoration requirements for the interior of these houses will be finalized and tendered so that the project can be completed by the end of summer 2016. Foundation and basement designs for the Chevigny House and Brosseau Granary are nearing completion and will be forwarded to the contractor to provide budget costs with intent to complete construction in May 2016. Construction and relocation are required prior to a Phase 2 B construction start. Phase 2B Consultant is behind schedule on design drawings and tender documents preparation but we anticipate receiving it within the next two weeks. Construction will likely begin in the latter part of 2016.
Juneau House	Restoration and structural repair of Juneau House	●	This project is substantially completed on the interior with a deficiency walk through planned for mid April. The exterior has been partially finished and constant above zero weather is required to apply the stucco coats. Also remaining is the concrete purging, sidewalk re-installation, site clean-up and landscaping which will follow as soon as weather permits. Full completion is projected for late May to early June
Heritage Park-French Canadian Farm	This is the development of the French Canadian Farm portion of the overall Heritage Sites Functional Plan, complete with demonstration crops, focussing on River Lot #23 and the Natural Area	●	Anticipate relocation and placement of Chevigny House and Brosseau Granary to permanent location in early Quarter Two. Work is proceeding in Quarter Two to review phasing and update cost estimates for future phases.
Founders' Walk -Phase Two	Continue with Phase 2 of the Founder's Walk.	●	Start up meeting is scheduled for early April 2016. The work is anticipated to begin shortly thereafter.
Healing Garden	As part of Founders Walk Phase 2, the Healing Garden will be designed to be an accessible, therapeutic sanctuary for survivors of Residential Schools, and for victims of abuse who are on a transformation reconciling journey.	●	Healing Garden open house was held on Feb 24, 2016, accompanied by an information display in the St. Albert Place Lobby. Feedback received from attendees was very positive. Fund development efforts are continuing. Administration is anticipating 90% of drawings within the month and construction is expected to begin in June 2016.

● New Project ○ Delay

◐ In Progress ● Completed

Project Name	Project Description	Status	Progress Update
Founders' Walk - Phase Three	Design and construction of the third phase of Founders Walk utilizing existing trails extending the walk from the grain elevators to Perron Bridge, along river.	○	Request for Proposals is being prepared for design and will be published in Quarter Two.
St. Albert Place Wayfinding and Signage	St. Albert Place Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.	◐	Design of the kiosk is near completion. Installation is being coordinated with applicable departments.
Renovation of Progress Hall	Progress Hall is in need of a complete update and refurbishment including all architectural and theatrical elements and amenities. This update will greatly improve the functionality and patron comfort of the space that has not seen a major update in 30 years.	○	Consulting contract has been awarded for architecture and interior design.
Development of Public Art Maintenance and Restoration Plan	The long-term plan will ensure that the City's public art collection is preserved and maintained for current and future generations.	○	Work continues on reviewing and updating the condition assessments for the City's public art collection. A preliminary report will be completed later in 2016.
North Interceptor Sanitary Trunk Line Phase 3 (Project 9)	The design and installation of a sanitary trunk line to convey the terminus of the existing Phase 1 North Interceptor at St. Vital and St. Albert Trail to the existing sub line at the ACRWC St. Albert Pump Station. This will facilitate growth within the downtown, Riel South, and west of Ray Gibbon Drive	○	Preliminary design is complete and the detailed design is in progress. The alignment has been refined and will follow Sturgeon Road along the south side of the river. A public open house is planned for April 2015to provide information to the public. As construction timelines are solidified further more open houses will be organized and released. A prequalification of contractors is currently in progress. This will provide a list of the eligible contracts who are qualified to bid on the project when it is formally tendered. It is anticipated that construction could start as early as Quarter Three 2016. Once a qualified contractor is on board a delineated timeline for construction will be released.
Asset Management Framework	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.	◐	A draft lifecycle replacement plan Administrative Directive was developed as part of a larger Asset Management strategy for the Corporation that was approved by Council on September 22, 2014. The Administrative policy was reviewed by SLT and sent back for revisions. These revisions are anticipated to be completed in late 2016, depending on staff availability.
Transportation Master Plan	Update the Transportation Master Plan to identify a transportation policy framework for the City and establish priorities for the City's investment in transportation and infrastructure for the future.	○	A draft of the Transportation Master Plan report was presented to Council on February 1, 2016, after which feedback has been received and incorporated into a final document to be presented to Council on April 18, 2016. An Implementation Plan, with aligned Project Charter was created for submission into the 2017 business plan and budget process.
Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately. Policies will provide direction on front ending, recoveries, debt sharing, and oversizing of infrastructure.	◐	Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt Sharing was deferred for exploration into Quarter Three 2016 (note: updated date) and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system.
Update Quality Management Plan	Update Safety Codes Quality Management Plan in accordance with provincial requirements.	●	The plan was drafted with Building Inspections and Fire combined Quality Management Plan. The plan was forwarded to Safety Codes Council for review. The revised Quality Management Plan was approved by Council on March 21, 2016.
Digital Display Update	Review the Land Use Bylaw	○	Council direction was received on option to review digital displays.
Schedule C Signage Review	Review the Land Use Bylaw	◐	This project is delayed due to permit/application demands and is anticipated for Quarter Four 2016.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
North Ridge Phase 2 or 3 amendment, 43 City Annex North (City Land)	City owned land background studies and Area Structure Plan amendment.	●	Invitation to Tender is being drafted with likely closure for call in June 2016. Process will take until Quarter Four 2017 for public hearing on Area Structure Plan (ASP) amendment to North Ridge ASP.
Millennium Park Phase 1, Placemaking Design Concept	Draft ITT and TOR with coordination with Founders Walk, Heritage Walk, and Red Willow Park West projects with Millennium Park Placemaking Phase 1.	●	Invitation to Tender is being drafted. Phase 1 completion is anticipated for September 2016.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	●	This work was postponed due to current planning priorities and limited staff resources. Phase 1, best practices was completed. Internal workshop is scheduled for April 26, 2016.
Fixed Network Automated Meter Infrastructure (AMI) Water Meter System	Implement reading of water meters electronically to allow online access to water consumption data. It will also assist with detecting leakage in a timely basis and provide support to consumers in monitoring/reducing water consumption.	●	Capital program was reviewed by the Utility Director and an updated report drafted for review by City Manager in Quarter Two 2016.
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	●	The contractor firm finalized the report and submitted to the City. The project is continuing to move forward. The City requires contractor to continue discussions with CN Rail and gain their approval of the report before submitting to Transport Canada. In 2016, once the approval is received, Administration will work on public consultation and make an application to Council for a Bylaw approval.
North Ridge Park	Construction of the soccer field, outdoor rink and parking lot in Natalia Park based on the 2010 North Ridge Park Master Plan.	●	Outdoor rink and parking lot is open to the public with minor work to be completed in Quarter Two 2016. Phase Two construction of trail connections and playground will begin in Quarter Two 2016.
Bike Skills Park	Work with the community to design and construct a Bike Skills Park.	●	Council approved that Administration discontinue work on the potential development of a Bike Skills Park until time when suitable land becomes available. Funds have been returned to the Major Recreation Facilities - City Wide Fund.
Lacombe Park West Construction	Construction of the park, trail and recreation amenities in Lafleur Park and Leveque Park based on the 2014 Lacombe Park(West) Master Plan.	●	Major work has been completed on Lafleur Park and Leveque Park based on Lacombe Park West Master Plan. Leveque Park opened to the public in 2015. Lafleur Park opened in Quarter One 2016 with landscaping and deficiencies to be addressed in Quarter Two 2016.
Riel Park Phase 5 - Design and Construction and Amenities Building	Completion of the Riel Park facility enhancements including trail development and landscaping and paving of the multi-use parking lot and bus turn around and completion of the Riel Park facility enhancements including design and construction of the amenities building.	●	Design of Riel Park Amenities building is complete with tender to be approved in Quarter Two 2016. Open House will occur on May 17, 2016. Riel Phase 5 planning for trail and parking lot has begun with construction anticipated in 2017.
Lion's Park Drainage	The purpose of this project is to address the existing drainage issues in Lion's Park and put infrastructure in place to ensure that the Park remains viable for both general public use as an events venue. Working in conjunction with DARP a long term plan for the Park will be completed.	●	This project has been put on hold and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
Parks and Open Space Guidelines	Update the 1994 Parks & Open Space Guidelines document to align with current and future vision of Parks and Open Spaces in the City of St. Albert	●	Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document underway.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
Baseball Diamonds Safety Fencing	To install safety fencing along the sides of 21 City owned baseball diamonds to protect the benches and spectator sidelines.	●	Project team for construction on safety fencing at 11 City operated ball diamonds is currently developing the project Tender, with construction to be completed in Quarter Three 2016. Two of the original diamonds located on school board land will not be completed in 2016 due to impacts from other school projects.
City Parks Refurbishment Plan	The purpose of this project is to upgrade and replace parks infrastructure.	●	Signage designs and standards continue to be refined and will be completed by Quarter Two 2016.
Sport Field Refurbishment Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.	●	No update for Quarter One 2016. Dorchester Park and Glouchester Park will be refurbished in 2016. Contract to be awarded in Quarter Two 2016 with work beginning in Quarter Three.
Transit Route Restructure	Local route and service restructuring.	●	Consultation and input from the newly formed transit advisory committee began in Quarter One 2016. Monthly meetings with the committee are planned for Quarter 2 and 3. Open houses are planned for Quarter 3 or 4.
Park and Ride Transit Centre Land Agreement	Develop a park and ride location and plan. Develop a lease agreement with the City of Edmonton and the province of Alberta for lands within the Transportation Utility Corridor.	●	Administration is continuing coordination with the City of Edmonton and the Province of Alberta on purchase of the land. Draft purchase of agreement was received by the province for administrations review. A draft term sheet on the conditions for the ownership of the land was received from the City of Edmonton. Administration is presently reviewing those terms.
NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit Long-Term Department Plan.	●	Transit completed design changes for the NAIT and downtown commuter routes in Quarter One. Initial soft launch is scheduled for May 2016 with full implementation in September 2016. A communication plan was developed to educate and assist riders in the transition.
Park & Ride Transit Centre Project	Develop a park and ride location and plan. Provision of park and ride facility on surplus Transportation Utility corridor lands for St. Albert Transit users aiming to increase ridership.	●	Administration met with the City of Edmonton in Quarter One to discuss planning and engineering requirements related to the construction of the park and ride within the City of Edmonton corporate limits.
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.	●	Schedule adherence monitoring was done to determine priorities for growth service additions. Improvement of transit service levels to new growth areas will coincide with the local route restructure plan that is currently in development. Consultation with the newly formed Transit Advisory Committee began in Quarter One 2016, and will review service levels and routes through Quarter 2 and 3, 2016.
SCADA System Upgrades	Conduct a current state assessment, upgrade options analysis and Master Plan development for the Supervisory Control and Data Acquisition Systems (SCADA) that is the primary control and monitoring interface for Water and Sewer Facilities throughout the City.	●	The Request for Proposal for consulting services closed on January 14, 2016 and award is anticipated in early Quarter Two 2016 with completion in late Quarter Three 2016. The consulting contract deliverables will include current state assessment, identifying options and costs analysis and preparing a Supervisory Control and Data Acquisition System (SCADA) Master Plan to upgrade the existing SCADA systems as identified for 2017/2018 in the WATER/WASWT-005 RMR Capital Charters and related specifications for inclusion in the Municipal Engineering Standards for applicable new Infrastructure.
LRT Into St. Albert- Alignment Study	Following approval of Phase 1 of the St. Albert LRT Planning Study, Phase 2 of the study LRT Alignment within the corridor was started in Q4 2014.	●	The report was presented to Council in Quarter Four 2015, where Council passed the motion to approve the report. A recent Council motion sought to rescind any reference to the LRT from the proposed Transportation Master Plan. Debate on this issue slated for Quarter Two 2016.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
NATURAL ENVIRONMENT			
Sturgeon River Watershed - Formation of Alliance	Following recommendation from the State of the Sturgeon River Report (2012), the purpose of this project is to work with the region and establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.	●	The Sturgeon River Watershed Alliance (SRWA) Technical Advisory Committee met monthly to continue work on research and projects including Water Quantity (hydrology), Water Quality and Regional Natural Areas studies. The Steering Committee (Council Representatives) met on January 25 to get updates on the Provincial Land use Framework and Capital Region Growth Plan, as well as to discuss priorities for 2016 - 2019. The North Saskatchewan Watershed Alliance, on behalf of the SRWA, applied for two grants to complete studies on natural areas, riparian health, watershed hydrology and water quality assessments for the Sturgeon River Watershed.
Air Quality Monitoring Station - Installation	Install the air quality monitoring station to provide long-term baseline information on the city's air quality.	●	The air quality monitoring station installation process continued with the power connection completed and the setting up and calibration of the monitoring equipment. A permanent ornamental fence will be erected around the station and landscaping will be completed in spring 2016. An educational decal will also be wrapped around the station to inform residents of the station's function. A celebration of the station will be held on Clean Air Day, June 8, 2016.
Green Gas Local Action Plan - Energy and Water Conservation Audit of Major City Facilities	Complete the Greenhouse Gas Local Action Plan to assist in reducing energy consumption and greenhouse gas (GHG) emission for the City, its residents and businesses.	●	The Energy and Water Conservation Audit of major City Facilities was completed and the results shared with internal stakeholder groups including. The final report, along with recommended energy conservation measures will be presented to Council on May 16, 2016.
Green Energy Generation - Investigation	Support green energy generation (e.g. solar and/or geo thermal).	●	As part of the Energy and Water Conservation Audit of major City facilities there was a review of potential green energy (i.e., solar, co-generation, etc.) opportunities for the recommended retrofits for existing City facilities. With the potential addition of a provincial Carbon Tax as well as Greenhouse Gas Emissions/Energy Conservation Grants, the City is in a good position to move forward on green energy retrofits for some of its existing facilities.
Sedimentation and Erosion Control Project 2010 - 2021	Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.	●	Based on a review of the Sedimentation and Erosion Control measures completed since 2010, an updated Capital Charter will be submitted for the 2017-2019 budget. For 2016, work will be aligned with the major storm water rehabilitation project along Perron Street with the possibility of a new grit interceptor at Outfall 11 (Perron Street Twins). With the completion of this grit interceptor, four out of the eight high priority storm water outfalls will be completed. Outfall 4 (Meadowview) has design completed for its grit interceptor and will be aligned with work being completed at the Heritage Park in the next few years.
Ray Gibbon Drive Environmental Approval Monitoring - Phase 3 Wetland	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	●	No update for Quarter One. Monitoring occurs in the summer and fall months.
Natural Areas Assessment Plan	Implement the Natural Areas Assessment Plan and develop natural areas policy.	●	The Natural Areas Assessment Report was shared with internal stakeholders. The report will be used as a resource for managing and maintaining our existing natural areas as well as the planning studies for Red Willow Park West and review of Area Structure Plans.
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	●	Administration met with various contractors to discuss a new option related to compost collection of City facilities. This option would provide "post collection sorting" of organic waste. It was determined that this would be the best and most cost effective option for City facilities. Administration has started working on preparation of tender documents related to this project.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
CULTURE			
Community Story Telling Project	An historical accurate telling of community heritage through a network of signage around the city.	●	The storytelling project has been launched and released to the public with a suggested listing of sites provided in consultations with the St. Albert Historical Society and Museum. Currently Administration is gathering submissions. Construction is slated for 2017.
Lois Hole Provincial Park	Liaison with Alberta Tourism to ensure City departments are informed of any capital projects at Lois Hole park to ensure appropriate review and permits are obtained in addition to exploring possible partnership opportunities.	●	The Province completed the right hand turn bay and instillation of park signage. Park name has been added to Wayfinding signage on Ray Gibbon Drive.
City Playground Lifecycle Program	The City Playground Lifecycle Program ensures that City Playgrounds are safe and well maintained.	●	Project team meeting for Delage, Willoughby, Henderson and Erin Ridge took place. Tender will be awarded in Quarter Two with construction beginning shortly after.
Servus Expansion	Determine the costs and feasibility of expanding the Servus waterpark to include a lane swimming pool and change room expansion.	●	Project teams has been selected for the Fitness Centre and Aquatics planning and plans are currently in development.
Servus Place Exterior Improvements	Improvements to the exterior of Servus Place including electronic sign, replacement of entrance sign, additional signage, and replacement of parking lot signage.	●	Sign design is currently being developed to be tendered in Quarter Two 2016.
Grosvenor Slide	To install a new slide at Grosvenor Outdoor Pool.	●	Slide has been ordered. The installation is expected in May 2016.
6th Arena Servus - Design	To determine the feasibility and complete design for a sixth ice surface for St. Albert, located at Servus Place.	●	Request for Proposals was published in February with final selection to take place in Quarter Two.

● New Project ● Delay

● In Progress ● Completed

Project Name	Project Description	Status	Progress Update
GOVERNANCE STRATEGY			
Government Relations Program - Development of a Provincial Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with the Government of Alberta.	●	Vacancy for position to support and lead this work has been filled so the work will now continue. An advocacy priorities presentation has been scheduled for the June 13 Standing Committee Of Whole meeting and the updated list and work plan will be brought to Council for approval in August 2016.
Capital Region Board Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	●	City representative has been attending all the Growth Plan Update Task Force meetings. Regular Administrative meetings have begun prior to the Capital Region Board (CRB) Growth Plan Task Force Meetings. The Growth Plan Update is into Phase 3 of 5 - Policy Development. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016. A draft of the Growth Plan Update has been presented to CRB member CAOs and staff for feedback. Administration continues to attend Growth Plan Update meetings and consultations and provide feedback. Administration will send a letter to the CRB following the April 13, 2016 task force meeting to more formally present feedback on the draft Plan.
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	●	Administration continues to meet with Ministry of Transportation officials to discuss twinning of Ray Gibbon Drive. The Ministry of Transportation is conducting traffic modelling study. An updated advocacy plan will be brought to Council for review in June and approval in August.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	●	The workflow and purchase card modules have been demonstrated by Agresso and have been purchased. A timeline will now be established to determine when these modules can be implemented, which will depend on Agresso's availability as well as internal resources. In conjunction with this, the bank will also be launching a new web portal system called "Spend Dynamics" in 2016 that will address some of the challenges and simplify the implementation process.
Electricity and Natural Gas Contract	Negotiate and select a vendor to supply natural gas and electricity to maximize savings and stabilize costs.	●	The City completed the tendering and award of a new electricity contract. The winning bidder was Enmax and the new agreement, which guarantees an electricity price of $0.051 per kWh, began in January 2016 and ends on December 31, 2019. The City has also entered into an extended winter program for natural gas at a price of $2.88 per GJ. This program begins on October 1, 2015 and ends on April 30, 2016. The natural gas contract will be tendered in 2016.
Fiscal Responsibility and Accountability	Explore options to increase fiscal responsibility and accountability within government.	●	The financial system has been upgraded and the application upgrade will be done once every year to stay current. Administration has completed demos and has purchased modules for implementation. Project plan has been developed for phasing in each of the modules commencing April or May with completion in Quarter Two 2018.
Compensation Review	Design, evaluate and establish a total compensation strategy. Incorporate compensation methodology and analysis, and a comprehensive benchmarking survey in order to build competitive pay structures and evaluation methodology.	●	No update for Quarter One. The scope of this project may need to be adjusted given the current vacancy of the Director of Human Resources.
HR Organizational Restructure and Philosophy Alignment	Building a foundation - develop an HR model and structure that can support the success of the organization. Introduce a Business Partnership Model and introduce a strategic human resource business partnership model that is aligned to the organization.	●	No update for Quarter One.
Talent Management Strategy	Develop a Talent Management Strategic Plan	●	Development of the various phases of the talent management strategy are underway and a strategic plan was initiated. Implementation of a phased approach will continue throughout 2016 and 2017 and will be linked to the Compensation Review. However, several components of this project will be put on hold until the hiring of a new Director of Human Resources.
Collective Bargaining with all trade unions: IAFF 2130, CUPE 941 and CUPE 5141	Collective Bargaining with all trade unions: IAFF 2130, CUPE 941 and CUPE 5141	●	Negotiations will be a primary initiative as well as a primary focus for Human Resources throughout 2016. For the first time Administration will be bargaining with all three unions concurrently. An external consultant will be hired to provide support in this area and lead all three negotiations.
Facility Safety and Security	Draft Administrative Policy and facilitate safety and security initiatives including enhanced facility access controls, staff training and internal/external communication measures.	●	Electronic security equipment installation (access control) is underway at SAP and soon will be done in the St. Albert Business Centre. Conversion of Servus Place and Fountain Park access control systems will commence in Quarter Two. Construction of Planning and Engineering, on the second floor entrance is largely complete. Council chambers camera security is on hold pending larger renovation project. Public Works building entrance plans are complete and soon are going to tender. The 50+ Club security enhancement plan is abandoned in favour of construction contractor's system install after minor break-in incidents. Security enhancements for The Collective are nearly complete and may be the first to go live with the new system. New Information Technology space enhancements for intrusion and access control are currently being brought to market.

● New Project ● Delay

● In Progress ● Completed

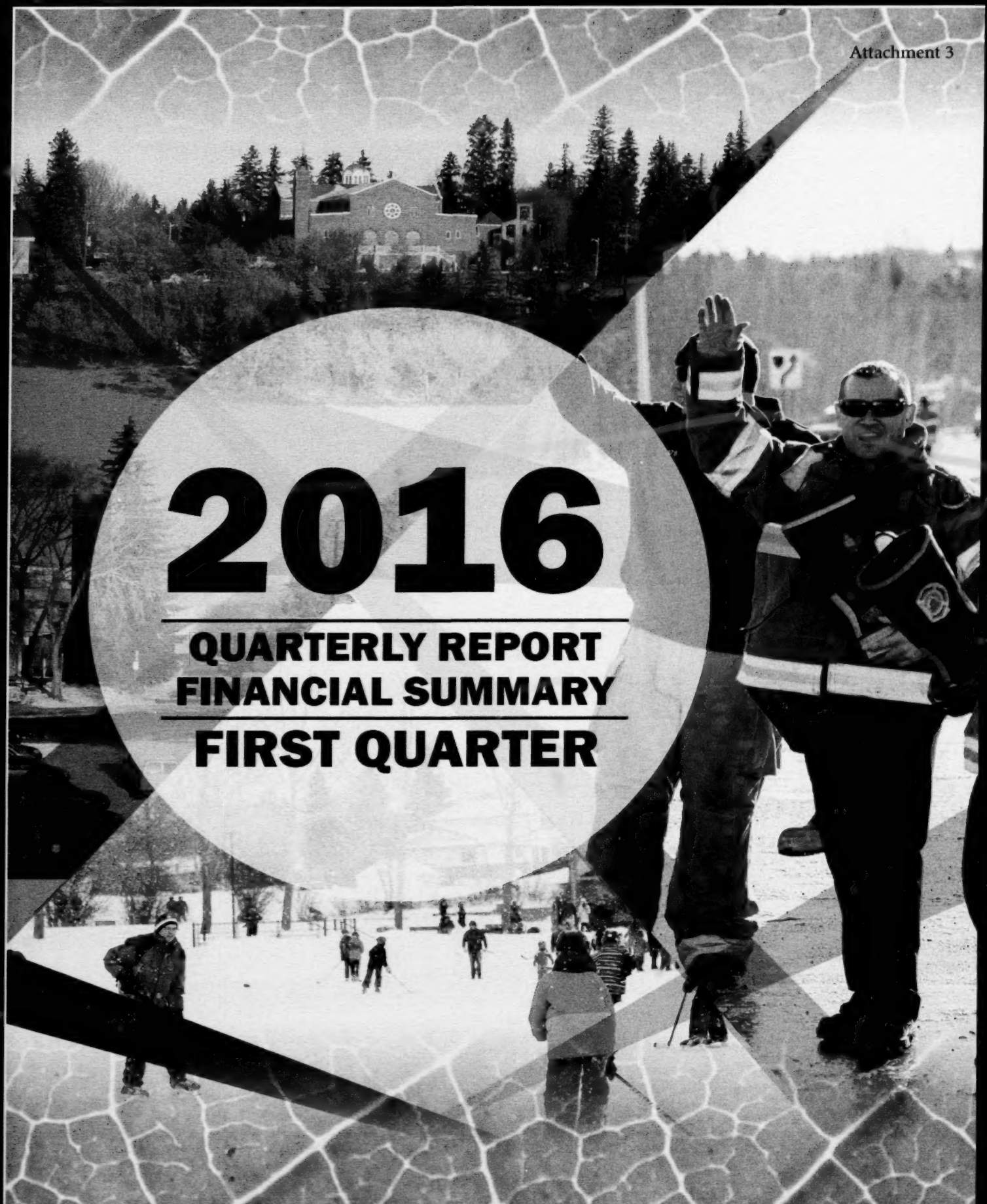
Project Name	Project Description	Status	Progress Update
Census 2016	Conduct Municipal Census in April 2016	●	No update for Quarter One.
Corporate Policy and Bylaw Review	Develop a work plan to review and update as necessary to 81 Council policies.	●	The policy framework has been implemented and the schedule for updating policies has been established. The training of key staff continues.
Agenda Management Software	Implementation of software to facilitate more efficient processes for agenda report and Council meeting agenda development and distribution as well as management of workflows and tracking of actions resulting from Council Meeting decisions.	●	No update for Quarter One 2016. Administration will look at re-initiating this project after Census is completed and resources can be assigned to this project.
Capital Project Management Policy Update	Update the policy to reflect changes to public sector accounting standards, best practices in project management processes and changes to the City's organizational structure.	●	Council was presented with guiding principles for a full review of Council Policy C-P&E-02 Capital Project Management on September 28, 2015 and were asked to provide input to Administration on those principles by October 31, 2015. Administration was directed by Council (Council Motion C463-2015) to provide a revised Council Policy, which was postponed to Q2 2016, to be used within the 2018 Budget process.
City Performance Measurement Policy	Develop a City performance measurement policy to support the development of key measurable performance goals for each City department and division.	●	On April 18, 2016, Council approved both major and minor amendments to seven different Council policies to better align with the Community Vision and Pillars of Sustainability policy. As part of those minor amendments, revisions were made to Council Policy C-CG-06 (Strategic Framework) to incorporate a performance measurement model for the City under the Evaluation and Reporting section. The performance measurement model identifies four perspectives that the City of St. Albert should measure themselves to ensure accountability and transparency on municipal performance to its residents. Administration will use this formal direction to proceed with a performance measurement program and integrate it into its long term planning for implementing the strategic framework.
SERVICE DELIVERY STRATEGY			
Election 2017	Prepare for and conduct 2017 Election	●	No update for Quarter One.
Service Standards for Benches, Garbage Cans and Other Amenities.	Develop a service standards policy for benches, garbage cans and other amenities.	●	The inventory of recreation amenities including benches, garbage cans and other amenities has been completed through a partnership between Recreation and Parks and Public Works. The data is being analyzed for development of a lifecycle.
Continuous Improvement Project 2016 Public Engagement Phase 3	To obtain community feedback on draft Community Engagement Policy, recommend changes to the Council policy and develop principles to propose for inclusion into the Community Engagement Management Plan.	●	Recruitment for community members for the Council's Community Engagement Committee was completed and five residents were appointed to the committee. Two Council members have also been appointed to this committee. Selection of consultant is in progress with consultant being selected by the end of Quarter One. The first Committee meeting is scheduled for April 5, 2016 to commence the work on this project.
Continuous Improvement Project 2016 Service Levels Benchmarking Phase 1	Year 1 objective is to develop an inventory of external services, associated service levels and benchmarked service levels with progress report to Council by Quarter Four of 2014. Year 2 project plan and objectives will be based on the findings from year 1.	●	Work continues on documenting service level standards for services delivered by the City. An outline of the service inventory document has been drafted and work has commenced on populating the template in order to finalize this document on time for presentation to Council on June 27, 2016.

● New Project ◌ Delay

◍ In Progress ● Completed

Project Name	Project Description	Status	Progress Update
Continuous Improvement Project 2016 Purchasing Process Review	The objective of this project is to review various streams used for the purchase of goods and services to identify opportunities for improvements. Review will encompass entire process from need identification to vendor payment and financial coding as well as review and analysis of current and possible new corporate structure as it relates to purchasing.	●	In Quarter One, the project plan was prepared and approved by City Manager. The team met for the initial meeting to kick-start this project.
Community Sustainability Framework	Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.	◍	The new Community Vision and Pillars of Sustainability were incorporated into the City of St. Albert Strategic Plan and introduced to City staff as the foundation for the Strategic Framework and any other planning activities moving forward. The draft Community Vision and Pillars of Sustainability Council Policy were presented to Council in March 2016.
Transit By-Law Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	◍	Draft Bylaw has been circulated to various internal departments for review. The Bylaw will be presented to Council in Quarter Four 2016.

Attachment 3



2016

QUARTERLY REPORT
FINANCIAL SUMMARY

FIRST QUARTER

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FINANCIAL SUMMARY

Municipal Operating Budget

Municipal Operating Revenue

- $14.5 million in operating revenue recognized as of March 31, 2016, which is 28 percent of budget.

Municipal Operating Expenditure

- $36.9 million spent as of March 31, 2016, which is 25 per cent of budget.

A breakdown of significant variances by Division is found on page 5.

Municipal Capital Budget

There are 171 municipal capital projects that have been ongoing and scheduled for 2016. To date, $40.4 million has been spent out of a $126.9 million cumulative budget.

Utility Operating Budget

Utility Operating Revenue

- $8.9 million recognized as of March 31, 2016, which is 23 percent of budget.

Utility Operating Expenditure

- $6.3 million has been spent as of March 31, 2016, which is 24 percent of budget.

A breakdown of significant variances by Division is found on page 13.

Utility Capital Budget

There are a total of 44 utility capital projects scheduled for 2016. To date, $25.9 million has been spent out of a $62.1 million cumulative budget.

Reserves

- The opening balances for the year were $116.2 million, with a year end uncommitted balance of $78.8 million in 2016.

Investments

- The City has $141.7 million in cash and investments and earned $666 thousand in investment income, which is on target of 26 percent of budget.

Debt

- The City's outstanding debt as of March 31, 2016 was $44.6 million.

The first three months of 2016 have resulted in a forecasted surplus of $1.2 million. This is due to an increase in Planning permit revenue, photo radar fines, ambulance revenue, offset by vacancies and salary benefit trends.

The City of St. Albert continues to maintain a strong financial position by ensuring operating and capital expenditures are closely monitored within the approved budget, maintaining a healthy reserve balance and low debt limits, and prudently investing the City's liquid assets.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

Division Description	Mar. 2016 Actual YTD	2016 Forecast	2016 Budget	Variance $	Variance %
Revenue					
Council	-	242	242	-	0%
City Manager's Office	32	862	846	16	2%
Corporate Strategic Services	40	832	832	-	0%
Community & Protective Services	6,604	25,121	24,579	542	2%
Planning & Engineering Services	1,333	3,285	2,684	601	22%
Infrastructure Services	2,694	10,433	10,433	-	0%
Finance & Assessment Services	343	1,123	1,134	(11)	(1%)
Economic Development	902	1,030	935	95	10%
Common & Fiscal	2,593	10,019	9,999	20	0%
					0%
Total Revenue	$14,541	$52,947	$51,684	$1,263	2%
Expenses					
Council	180	990	990	-	0%
City Manager's Office	743	3,719	3,707	(12)	0%
Corporate Strategic Services	2,484	11,219	11,247	28	(0%)
Community & Protective Services	11,374	60,580	60,651	71	(0%)
Planning & Engineering Services	1,916	9,146	9,212	66	(1%)
Infrastructure Services	6,824	34,071	34,128	57	(0%)
Finance & Assessment Services	770	3,850	3,873	23	(1%)
Economic Development	384	1,782	1,702	(80)	5%
Capital Financing	4,013	14,988	14,988	-	0%
Common & Fiscal	8,163	4,373	4,151	(222)	5%
Total Expenses	$36,851	$144,718	$144,649	$(69)	0%
Excess of Revenue over Expenses					
Council	180	748	748	-	0%
City Manager's Office	(711)	(2,857)	(2,861)	4	0%
Corporate Strategic Services	(2,444)	(10,387)	(10,415)	28	0%
Community & Protective Services	(4,769)	(35,459)	(36,072)	613	2%
Planning & Engineering Services	(584)	(5,861)	(6,528)	667	10%
Infrastructure Services	(4,131)	(23,638)	(23,695)	57	0%
Finance & Assessment Services	(427)	(2,727)	(2,739)	12	0%
Economic Development	518	(752)	(767)	15	2%
Capital Financing	(4,013)	(14,988)	(14,988)	-	0%
Common & Fiscal	(5,569)	5,646	5,848	(202)	3%
Total Revenue Over Expenses	$(22,310)	$(91,771)	$(92,965)	$1,194	1%

Municipal Operating Budget to Forecast Variance

City Manager's Office - $4 thousand under budget

Revenue - $16 thousand over budget

- $12 thousand over budget to reflect total funding availability for City Manager Legal Services.
- $4 thousand over budget due to the increased trending in miscellaneous revenue received from sold auction items.

Expense - $12 thousand over budget

- $12 thousand over budget to reflect total final expenditures incurred for City Manager Legal Services.

Corporate Strategic Services - $28 thousand under budget

Revenue - $0 no variance to budget

Expense - $28 thousand under budget

- $25 thousand under budget relating to costs no longer required due to the cancellation of the public engagement software project.
- $15 thousand under budget due to the corporate non-mobile phone service costing less.
- $12 thousand over budget from temporary wages supporting IT invoicing and contracts.

Community & Protective Services - $613 thousand under budget

Revenue - $542 thousand over budget

- $250 thousand over budget due to increased photo radar tickets issued, good weather throughout the winter and the increase in fine amounts from provincial budget.
- $195 thousand over budget relating to ambulance service from increased call volume and AHS contract adjustments.
- $81 thousand over budget relating to additional grant funding received in FCSS (Regional Collaborative Service Delivery) and Fire Services (FSEPP).
- $41 thousand over budget due to recovered 2015 insurance costs for environmental incidents.
- $30 thousand under budget relating to the Children's Festival mainly due to anticipated decrease in ticket sales.

Expense - $71 thousand under budget

- $300 thousand under budget relating to the RCMP contract as billed for less officers than budgeted.
- $30 thousand under budget in advertising and supply costs to compensate for the reduced revenue in Children's Festival.
- $103 thousand over budget in Fire Services salaries and benefits due to shift premium and statutory pay.
- $70 thousand over budget in photo radar contract due to increased photo radar tickets issued.
- $54 thousand over budget in Culture salaries relating to overtime in theatre production staff.
- $30 thousand over budget relating to a transfer of Speed on Green tickets to reserve resulting from more Speed on Green tickets issued.

Planning & Engineering Services - $667 thousand under budget

Revenue - $601 thousand over budget

- $627 thousand over budget in permits revenue relating to one commercial development.
- $14 thousand over budget in one time revenues from Canada Post for City time in facilitating the coordination of the installation of community mailboxes.

- $40 thousand under budget in other land fees as a result of a decreasing trend and associated construction season.

Expense - $66 thousand under budget

- $95 thousand under budget in salaries and wages due to several vacancies in both Planning and Engineering departments.
- $30 thousand over budget in contracted staff for consultant work on development agreements.

Infrastructure Services - $57 thousand under budget

Revenue - $0 no variance to budget

Expense - $57 thousand under budget

- $57 thousand under budget in salaries and wages due to savings due to vacant positions in the Transit department.

Finance and Assessment - $12 thousand under budget

Revenue - $11 thousand under budget

- $11 thousand under budget in Tax Notification Fee, Inquiry Fees, and Tax Certificates to reflect expected reduction in volume of service usage.

Expense - $23 thousand under budget

- $28 thousand under budget in salaries and wages relating to vacant positions in the Finance department.
- $7 thousand over budget in professional accounting services due to additional audit requirements.

Economic Development - $15 thousand under budget

Revenue - $95 thousand over budget

- $82 thousand over budget due to the anticipated use of the Capital Region Export Development Alliance grant received in prior year.
- $15 thousand over budget due to an increase projection of corporate sponsorship revenue relating to the Dig in Festival.

Expense – $80 thousand over budget

- $82 thousand over budget due corresponding expenditures relating to the use of the Capital Region Export Development Alliance grant received in prior year.

Common & Fiscal Division - $202 thousand over budget

Revenue - $20 thousand over budget

- $17 thousand over budget in rental revenue to reflect new City land lease agreements.
- $4 thousand over budget in Rebates and Refunds due to an increase in anticipated supplier rebate.

Expense - $222 thousand over budget

- $200 thousand over budget in benefits due to historical trend and increase in anticipated costs.
- $15 thousand over budget in bank charges due to an increase in anticipated fees.
- $6 thousand over budget relating to severance payouts.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY

FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

	MUNICIPAL CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (B-C)	Forecast Variance (B-C)/B	# Projects
2016	660	31,979	31,979	0	0.0%	78
2015	15,090	32,034	32,034	0	0.0%	58
2014 & PRIOR	24,683	62,869	62,994	(125)	-0.2%	35
TOTAL MUNICIPAL PROJECTS	40,433	126,881	127,006	(125)	-0.1%	171

Municipal Capital Project Financial Highlights

- There are a total of 171 municipal capital projects that have been ongoing and scheduled for 2016.
- Of these projects, 78 pertain to capital projects approved in 2016. For Quarter 1, there are no anticipated forecast changes and are currently in progress.
- For 2015, 58 projects remain open with 47% of expenditures incurred to date. Progression continues to occur into the next quarter. Two projects, 415102 Railroad Safety Enhancement and 416807 Subdivision Entrance Signage are on hold due to pending Council decision.
- Projects relating to 2014 and Prior, total to 35. An increase of $125 thousand is forecasted due to an additional $80 thousand required for 414201 50+ Club Building Rehabilitation and Expansion as a result of grading issues and continuing unforeseen circumstances; and $45 thousand for 414410 Transportation Master Plan due to additional stakeholder and public consultation studies required. The major project 412420 Campbell Road Park & Ride of $30 million continues to remain on-hold pending other governmental negotiations.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

		PROJECT TOTAL				
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance
Entity #01 St. Albert						
2016 Projects						
Division #1000 Council						
416101	Business Incubation Fund	25	25	25	0	0.0%
415102	Railroad Safety Enhancement	8	480	480	0	0.0%
415103	Story Boards	-	10	10	0	0.0%
412101	Train Whistle Cessation (McKenney & Ray	96	150	150	0	0.0%
412103	White Spruce Forest	14	25	25	0	0.0%
Total Division #1000 Council		143	690	690	0	0.0%
Division #2000 City Manager's Office						
416808	Civic Building Security	-	253	253	-	0.0%
415808	Civic Buildings Security	9	152	152	-	0.0%
414201	50+ Club Building Rehabilitation and Expans	2,260	4,041	4,121	(80)	-2.0%
414808	Civic Buildings Security	107	250	250	-	0.0%
Total Division #2000 City Manager's Office		2,376	4,695	4,775	(80)	-1.7%
Division #2300 Corporate Strategic Services						
416501	Office Systems Replacement Plan	-	321	321	0	0.0%
416502	IT Office Automation	1	50	50	0	0.0%
416503	Recreation Client Management Software	-	200	200	0	0.0%
416504	Single Window Services	-	200	200	0	0.0%
416505	Columbarium	-	53	53	0	0.0%
416508	Financial System Software	-	500	500	0	0.0%
416510	Municipal Area Network Segments	-	250	250	0	0.0%
415501	Office Systems Replacement Plan	67	693	693	0	0.0%
415502	Office Automation Program	42	50	50	0	0.0%
415503	Intelex Phase 2	29	40	40	0	0.0%
415504	Council Chambers Upgrade	5	202	202	0	0.0%
415505	Central Records Shelving Upgrade	-	57	57	0	0.0%
415506	Smart City Master Plan & Alliance	20	65	65	0	0.0%
415507	Energy and Water Conservation Audit	120	150	150	0	0.0%
415508	Financial System Software	-	300	300	0	0.0%
415509	Council Chamber Technology	0	100	100	0	0.0%
415510	Metropolitan Area Network Design	243	250	250	0	0.0%
414202	Financial System Software	47	200	200	0	0.0%
414504	Website Project	66	75	75	0	0.0%
414505	Performance Measurement System	-	50	50	0	0.0%
414507	Community Sustainability Plan	235	277	277	0	0.0%
414508	PW Former PW Yard Remediation Program	341	500	500	0	0.0%
414509	Agenda Management Software	68	110	110	0	0.0%
413503	HR Electronic Recruitment Software	25	50	50	0	0.0%
413505	Performance Measurement System	-	50	50	0	0.0%
40940C-11	Corporate GIS Foundation Items	14	32	32	0	0.0%
Total Division #2300 Corporate Strategic Services		1,324	4,825	4,825	0	0.0%

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance
Division #3000 Community & Protective Services						
416103	Story Boards	-	15	15	0	0.0%
416107	AHF Commission Study	-	10	10	0	0.0%
416108	Healing Garden	0	100	100	0	0.0%
416301	Servus Place Lifecycle Replacement Progr	35	887	887	0	0.0%
416302	Aquatics Lifecycle Replacement Plan	8	662	662	0	0.0%
416303	Emergency Services Equipment Replaceme	4	246	246	0	0.0%
416304	Arden Theatre Maintenance and Lifecycle I	-	20	20	0	0.0%
416305	City Sportfield Rehabilitation Program	-	310	310	0	0.0%
416306	City Parks Infrastructure Replacement Prog	-	500	500	0	0.0%
416307	City Playground Lifecycle Program	-	255	255	0	0.0%
416308	Community Capital Program	-	250	250	0	0.0%
416309	Fire Building Equipment Replacement	-	65	65	0	0.0%
416310	City Radio System Equipment	-	36	36	0	0.0%
416311	Rāel Park Amenities Building	-	3,308	3,308	0	0.0%
416312	Neighborhood Park Planning and Standards	-	400	400	0	0.0%
416313	Erin Ridge North Park Planning and Standar	-	230	230	0	0.0%
416314	Red Willow Park West - Trail and Park Plan	-	275	275	0	0.0%
416315	Grosvenor Slide	-	10	10	0	0.0%
416316	Progress Hall Revitalization	-	469	469	0	0.0%
416317	Founders Walk Phase 3 - Design	-	250	250	0	0.0%
416318	Heritage Park - French Canadian Farm - De	-	216	216	0	0.0%
416319	Cultural Services Workshop Tool Refurbish	-	25	25	0	0.0%
416320	Visual Arts Studio Furniture Replacement	-	44	44	0	0.0%
416321	Webstream Audio Console	-	51	51	0	0.0%
416322	6th Arena Servus - Design	-	50	50	0	0.0%
416323	Servus Expansion	-	75	75	0	0.0%
416324	Servus Place Exterior Improvements	-	180	180	0	0.0%
415301	Servus Place Life Cycle Replacement Progr	511	834	834	0	0.0%
415302	Aquatics Lifecycle Plan	126	194	194	0	0.0%
415303	Emergency Services Equipment Replaceme	30	161	161	0	0.0%
415305	City Sportfield Rehabilitation Program	2	285	285	0	0.0%
415306	City Parks Infrastructure Replacement Prog	79	150	150	0	0.0%
415307	City Playground Infrastructure Lifecycle Pro	0	280	280	0	0.0%
415308	Community Capital Program	71	252	252	0	0.0%
415309	Northridge Park Development Phase 2	278	500	500	0	0.0%
415310	Rāel Park Phase 5 - Design	-	275	275	0	0.0%
415311	Rāel Park Amenities Building - Design	193	215	215	0	0.0%
415312	Lacombe Park Development - Construction	795	990	990	0	0.0%
415313	Lion's Park	17	500	500	0	0.0%
415314	Safety Fencing Installation	1	96	96	0	0.0%
415315	Juneau House	490	605	605	0	0.0%
415316	SAP Cultural Wayfinding Enhancement & Re	-	220	220	0	0.0%
415318	Heritage Site Phase 2b	139	1,526	1,526	0	0.0%
415320	Arden Cinema Screening Capability	52	55	55	0	0.0%
415324	Fire CAD Upgrade	2	16	16	0	0.0%
415325	FPO Vehicle	-	35	35	0	0.0%
415326	Signal Pre-Emption	101	105	105	0	0.0%
415327	Alberta First Responders Radio Communica	-	47	47	0	0.0%
415328	Land Acquisition Fire Hall #4	-	350	350	0	0.0%
415330	FS Station 2	51	536	536	0	0.0%
415333	Aerial Fire Truck Replacement	199	1,468	1,468	0	0.0%
415334	Akinsdale/Kinex Arena Renovation	-	355	355	0	0.0%
414305	Sportfield Refurbishment Program	102	220	220	0	0.0%
414310	Erin Ridge / Oakmont Trail Phase 2 Construc	992	1,050	1,050	0	0.0%
414312	Lacombe Park Master Plan	121	173	173	0	0.0%
414313	Campbell Dog-Friendly Park	144	160	160	0	0.0%
414314	Fire Station #3- Exhaust System Replacem	163	229	229	0	0.0%
414316	SAP Way-finding & Signage Upgrade	18	25	25	0	0.0%
414317	Founders Walk Phase 2	191	761	761	0	0.0%
414318	Heritage Sites Phase 2	1,047	1,526	1,526	0	0.0%
413306	City Parks Refurbishment Plan/Implementati	67	106	106	0	0.0%
413309	Chevigny House	33	100	100	0	0.0%
41022A-11	Dog Park	94	100	100	0	0.0%
Total Division #3000 Community & Protective Services		6,155	23,438	23,438	0	0.0%

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		PROJECT TOTAL				
		Project To Date	Project Budget	Project Forecast	$ Variance fav / (unfav)	% Variance
Project Description		A	B	C	(B-C)	
Division #4000 Planning & Engineering Services						
416102	Tache Plane Restoration & Relocation	-	335	335	-	0.0%
416104	Paving of Shale Trails	-	251	251	-	0.0%
416106	Rotary Park Boat Launch	-	25	25	-	0.0%
416401	Arterial Asphalt Overlay Program	23	2,230	2,230	-	0.0%
416402	Local and Collector Road Reconstruct Prog	-	2,050	2,050	-	0.0%
416403	Local and Collector Asphalt Overlay Progra	10	4,070	4,070	-	0.0%
416404	City Owned Parking Lot - Major Rehab	-	100	100	-	0.0%
416405	Permanent Line Marking Rehabilitation	-	172	172	-	0.0%
416406	Trail Overlay Program	-	660	660	-	0.0%
416407	Sidewalk Program	-	906	906	-	0.0%
416408	Transportation Systems Mgmt (Signals)	-	810	810	-	0.0%
416409	Road Rehabilitation	-	250	250	-	0.0%
416410	Crack Sealing Program	9	90	90	-	0.0%
416411	Right of Way (ROW) Study	-	62	62	-	0.0%
416412	Bridge Rehabilitation	-	172	172	-	0.0%
416413	St. Albert Trail Revitalization	-	354	354	-	0.0%
416414	Arterial and Collector Intersection Enhancer	-	909	909	-	0.0%
416415	Erin Ridge Traffic Mitigation Strategies	-	136	136	-	0.0%
416416	Neighbourhood Traffic Calming Strategies	-	175	175	-	0.0%
416417	Traffic Signal Rehabilitation	62	500	500	-	0.0%
416418	Noise Attenuation City Wide Data Collection	-	200	200	-	0.0%
416419	Perron Street Angle Parking	-	160	160	-	0.0%
416420	Safe Journeys to School Safety Implementa	64	836	836	-	0.0%
416421	St. Albert Trail and Boudreau / Giroux Road	-	320	320	-	0.0%
416422	Costing Engineer Contractor	-	125	125	-	0.0%
416423	North Ridge 2 (Badger Lands) Area Structu	-	436	436	-	0.0%
416424	Accessibility Initiatives	-	40	40	-	0.0%
416425	Millennium Park- Placemaking and Design Pl	-	360	360	-	0.0%
416455	Lacombe Park	-	1,200	1,200	-	0.0%
416456	Fowler Way Functional Alignment - Design	-	75	75	-	0.0%
416901	Community Branch Library - Design	-	100	100	-	0.0%
415401	Arterial Asphalt Overlay Program	1,345	1,800	1,800	-	0.0%
415402	Collector Reconstruct Program	689	1,200	1,200	-	0.0%
415403	Collector/Local Asphalt Overlay Program	2,925	3,050	3,050	-	0.0%
415404	Local Reconstruct Program	60	265	265	-	0.0%
415406	Red Willow Trail Overlay Program	105	200	200	-	0.0%
415407	Sidewalk Program	737	1,270	1,270	-	0.0%
415408	Transportation Systems Mgmt (Signals)	858	859	859	-	0.0%
415409	Road Rehabilitation	421	455	455	-	0.0%
415411	Right of Way (ROW) Study	-	60	60	-	0.0%
415412	St. Albert Trail Median & Blvd Enhancement	847	967	967	-	0.0%
415414	St. Anne St. Realignment - St. Thomas to Ta	1,982	4,180	4,180	-	0.0%
415415	Erin Ridge Traffic Mitigation	-	25	25	-	0.0%
415453	Mailbox Locations	-	25	25	-	0.0%
415455	Grandin Pond Bridge & Trail Paving	41	50	50	-	0.0%
414401	Arterial Asphalt Overlay Program	1,006	1,100	1,100	-	0.0%
414403	Collector/Local Asphalt Overlay Program	1,740	2,100	2,100	-	0.0%
414407	Sidewalk Program	752	900	900	-	0.0%
414410	Transportation Master Plan	656	630	675	(45)	-7.1%
414412	St. Albert Trail Median and Blvd Enhanceme	729	924	924	-	0.0%
413412	Railroad Safety Enhancement (Meadowvie	-	250	250	-	0.0%
Total Division #4000 Planning & Engineering Services		15,061	38,417	38,462	(45)	-0.1%

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance
Division #4500 Infrastructure Services						
416105	Hearing Loop	3	6	6	0	0.0%
416801	PW Mobile Equipment Replacement Plan	371	1,391	1,391	0	0.0%
416802	Transit Bus Lifecycle Replacement	46	405	405	0	0.0%
416803	Transit Garage Expansion	-	657	657	0	0.0%
416804	PW Cemetery Improvements	-	150	150	0	0.0%
416805	Access Control - Snow Storage	-	50	50	0	0.0%
416806	PW Shop & Yard Equipment Replacement	-	35	35	0	0.0%
416807	Subdivision Entrance Signage	-	30	30	0	0.0%
416809	Pre-wet Tanks	-	24	24	0	0.0%
416810	Wing Plows	-	84	84	0	0.0%
416811	Tree Planting	-	250	250	0	0.0%
415801	PW Mobile Equipment Replacement Plan	1,261	1,327	1,327	0	0.0%
415803	Growth Buses	-	3,200	3,200	0	0.0%
415805	PW Energy Efficiency Replacement Prograr	61	60	60	0	0.0%
415809	Transit Waiting Shelters	-	61	61	0	0.0%
415810	SAP Building Envelope Replacement Plan	53	354	354	0	0.0%
415813	Passenger Van Replacement	22	29	29	0	0.0%
414804	Transit Smart Fare System	-	2,652	2,652	0	0.0%
412420	Campbell Road Park & Ride	63	30,000	30,000	0	0.0%
41119A	Bridge Rehabilitation	603	656	656	0	0.0%
41184	Ray Gibbon Drive Stage 3A - Construction	12,738	12,908	12,908	0	0.0%
Total Division #4500 Infrastructure Services		15,221	54,327	54,327	0	0.0%
Division #6500 Common & Fiscal						
412108	Civic Space Capacity Initiative	152	490	490	0	0.0%
Total Division #6500 Common & Fiscal		152	490	490	0	0.0%
Total Entity #01 St. Albert		**40,433**	**126,881**	**127,006**	**(125)**	**-0.1%**

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

Division Description	2016 Actual YTD	2016 Forecast	2016 Budget	Variance $	Variance %
Revenue					
Utility Finance	$39	$150	$150	-	0%
Water	3,103	14,478	14,438	$40	0%
Wastewater	2,638	12,059	12,059	-	0%
Storm	1,600	6,379	6,379	-	0%
Solid Waste Management	1,558	6,427	6,427	-	0%
Total Revenue	$8,938	$39,493	$39,453	$40	0%
Expenses					
Utility Finance	$39	$150	$150	-	0%
Water	2,040	9,161	9,161	-	0%
Wastewater	2,054	9,745	9,735	(10)	(0%)
Storm	256	1,479	1,479	-	0%
Solid Waste Management	1,940	6,127	6,089	(38)	(1%)
Total Expenses	$6,329	$26,662	$26,614	$(48)	(0%)
Transfer to Reserve					
Water	$1,063	$5,317	$5,277	40	1%
Wastewater	584	2,314	2,324	(10)	(0%)
Storm	1,344	4,900	4,900	-	0%
Solid Waste Management	-382	300	338	(38)	(11%)
Total Transfer to Reserve	$2,609	$12,831	$12,839	$(8)	(0%)

Utilities Operating Budget to Forecast Variance

Water - $40 thousand under budget

Revenue - $40 thousand over budget

- $40 thousand over budget in recovered costs due to an increase to reflect service level of water quality for new development flushing.

Wastewater - $10 thousand over budget

Expense – $10 thousand over budget

- $10 thousand over budget in chemicals due to the US dollar exchange from US vendor for Tree Root program.

Solid Waste Management - $38 thousand over budget

Expense – $38 thousand over budget

- $35 thousand over budget in construction and maintenance materials due to the purchase of new carts.
- $3 thousand over budget in miscellaneous expenses due to US exchange for one-time purchase of Forklift attachment.

CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY
FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

	UTILITY CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (B-C)	Forecast Variance (B-C)/B	# Projects
2016	0	20,091	20,091	0	0.0%	13
2015	1,243	11,358	11,358	0	0.0%	14
2014 & PRIOR	24,643	30,650	30,650	0	0.0%	17
TOTAL UTILITY PROJECTS	25,886	62,099	62,099	0	0.0%	44

Utility Capital Project Financial Highlights

- There are a total of 44 projects scheduled for Utilities in 2016 with a budget of $62.1 million.
- Of these projects, 13 pertain to capital projects approved in 2016. For Quarter 1, there are no anticipated forecast changes with expenditures to occur beginning in the next quarter. Projects 415442 & 416442 Rivercrest Lift Station of $4.3 million is pending due to Project 9 scope definition.
- For 2015, 14 projects remain open. Projects continue to be ongoing with design to be completed and construction to occur in the latter quarters.
- Projects relating to 2014 and Prior, total to 17 with 80% of expenditures incurred. Majority of projects being monitored for warranty and maintenance.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

		PROJECT TOTAL				
		Project To Date	Project Budget	Project Forecast	$ Variance fav / (unfav)	% Variance
	Project Description	A	B	C	(B-C)	
Entity #02 Utilities						
2016 Projects						
Division #7000 Water						
416430	Water Network Level of Service	-	800	800	0	0.0%
416431	Mobile Support Trailer	-	30	30	0	0.0%
416432	Lacombe Reservoir Fill Line Re-alignment	-	1,800	1,800	0	0.0%
416835	Water System Infrastructure Rehab	-	440	440	0	0.0%
415230	Update Meter Reader Technology - Constru	-	1,000	1,000	0	0.0%
415430	Water Network Level of Service	8	800	800	0	0.0%
415431	Lacombe Reservoir Fill Line	81	200	200	0	0.0%
415831	SCADA Upgrades for Water Stations	19	50	50	0	0.0%
415835	Water System Infrastructure Rehab	209	410	410	0	0.0%
414203	Update Meter Reader Technology - Design	69	100	100	0	0.0%
414430	Water Network Level of Service	-	578	578	0	0.0%
414431	Oakmont Pumphouse Upgrades	5	500	500	0	0.0%
413414	Water Network Level of Service	-	551	551	0	0.0%
413417	East Water Supply Main (Phase 2)	4,972	5,500	5,500	0	0.0%
413419	Oakmont Pumphouse Upgrades	50	75	75	0	0.0%
412703	Water Network Level of Service	226	525	525	0	0.0%
Total Division #7000 Water		5,639	13,359	13,359	0	0.0%
Division #8000 Wastewater						
416440	Wastewater Collection System Level of Se	-	2,640	2,640	0	0.0%
416441	Wastewater Main Replacement	-	611	611	0	0.0%
416442	Rivercrest Lift Station Rehabilitation	-	4,000	4,000	0	0.0%
416845	Wastewater Rehabilitation Program	-	237	237	0	0.0%
416846	Wastewater Household Service Replacem	-	200	200	0	0.0%
415440	Wastewater Collection System Level of Se	4	360	360	0	0.0%
415441	Wastewater Main Replacement	112	582	582	0	0.0%
415442	Rivercrest Lift Station Rehabilitation	-	300	300	0	0.0%
415454	Phase 3 North Interceptor - Design	397	2,157	2,157	0	0.0%
415841	Wastewater SCADA Upgrades	19	50	50	0	0.0%
415842	Wastewater Combination Flusher/Hydrovac	-	320	320	0	0.0%
415845	Wastewater Rehabilitation Program	45	229	229	0	0.0%
414442	Wastewater Lift Station Rehabilitation	3,522	3,570	3,570	0	0.0%
414845	Wastewater Rehabilitation Program	116	221	221	0	0.0%
Total Division #8000 Wastewater		4,214	15,477	15,477	0	0.0%

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance
Division #8600 Storm						
416451	Stormwater Infrastructure Rehabilitation	-	1,600	1,600	0	0.0%
416452	Stormwater Management Level of Service I	-	3,470	3,470	0	0.0%
416453	Sedimentation and Erosion Control Plan	-	3,363	3,363	0	0.0%
416454	Heritage Lakes Storm System	-	900	900	0	0.0%
415451	Stormwater Infrastructure Rehabilitation	29	1,600	1,600	0	0.0%
415452	Stormwater Management Level of Service I	321	3,300	3,300	0	0.0%
414450	Lacombe Park Bank Repairs	583	800	800	0	0.0%
414451	South Campbell Stormwater Management F	3,400	4,050	4,050	0	0.0%
414452	Sedimentation and Erosion Control Plan	1,777	2,000	2,000	0	0.0%
414453	Oakmont Swale Reconstruction	1,418	2,500	2,500	0	0.0%
413423	Stormwater Infrastructure Rehabilitation	862	1,050	1,050	0	0.0%
413424	Stormwater Management Level of Service I	1,295	1,680	1,680	0	0.0%
413426	South Campbell Storm Water Management F	950	950	950	0	0.0%
Total Division #8600 Storm		10,636	27,263	27,263	0	0.0%
Division #9000 Solid Waste Management						
412715	Riel Park Redevelopment Phase 3 & 4	5,397	6,000	6,000	0	0.0%
Total Division #9000 Solid Waste Management		5,397	6,000	6,000	0	0.0%
Total Entity #02 Utilities		**25,886**	**62,099**	**62,099**	**$0**	**0.0%**

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING MARCH 31, 2016

In Thousands of Dollars

		Jan 1, 2016 Balance	Forecasted Adjustments	Dec 31, 2016 Uncommitted Balance	Mar 31, 2016 Balance
		$	$	$	$
Operating					
O1	**Stabilization**	4,929	(2,140)	2,788	4,538
O2	**Growth Stabilization**	1,811	-	1,811	1,811
O3	**Operating Programs**				
	Operating Carry Forward	2,501	(2,452)	48	2,414
	Preventative Social Services Fund	113	(6)	107	113
	Games Legacy	22	(18)	4	22
	Community Significant Event Stimulus Fund	1	-	1	1
	Young Artists Legacy Grant Program Fund	20	-	20	20
		2,657	(2,477)	180	2,570
O4	**Risk Management**	1,286	25	1,311	1,291
O5	**Automated Traffic Enforcement Technology - Speed on Green**	226	(10)	216	211
O6	**LRT/BRT Reserve**	89	-	89	89
O7	**Children's Festival Fund**	140	-	140	140
O8	**RCMP Contract Expense Reserve**	881	-	881	881
O9	**Safety Enhancement Program**	731	(232)	498	681
O10	**Election and Census Reserve**				
	Election	279	47	326	291
	Census	68	49	116	80
		347	96	442	371
Total Operating		13,097	(4,739)	8,356	12,583
Capital					
C1	**Internal Financing**	1,412	373	1,785	1,785
C2	**Major Recreational Lands & Facilities**				
	Major Recreational Facilities - City Wide Fund	2,517	(1,332)	1,185	2,370
	Major Recreational Facilities - Neighbourhood Fund	743	(500)	243	691
	Parkland	220	1	221	221
	Dog License Fund	300	22	323	322
		3,780	(1,809)	1,972	3,604
C3	**Offsite Levy Recoveries**				
	General Transportation Fund	1,530	(1,441)	89	89
	Offsite Levy Reimbursed Funds	25,039	(3,365)	21,674	24,986
		26,569	(4,805)	21,763	25,075

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING MARCH 31, 2016
In Thousands of Dollars

		Jan 1, 2016 Balance	Forecasted Adjustments	Dec 31, 2016 Uncommitted Balance	Mar 31, 2016 Balance
		$	$	$	$
C4	**Lifecycle**				
	Mobile Vehicle and Equipment	2,559	(180)	2,379	2,503
	Emergency Services Equipment	311	(256)	55	338
	Office Systems	888	(595)	293	942
	Arden Theatre	206	45	251	220
	Servus Credit Union	1,042	(617)	425	1,163
	Aquatics Facility	542	(486)	56	592
	Public Art	379	(251)	128	387
	Fire Buildings	183	16	199	204
	City Playgrounds	539	(124)	415	611
	Public Transit	2,319	485	2,804	2,503
	Infrastructure	3,225	325	3,550	3,306
		12,192	**(1,638)**	**10,554**	**12,770**
C5	**Municipal Land and Facilities**	**557**	**(27)**	**530**	**530**
C6	**Capital Fund**	**20,566**	**(9,989)**	**10,577**	**21,889**
Total Capital		**65,076**	**(17,895)**	**47,180**	**65,652**
Utilities					
UC1	**Utilities Fund**				
	Water	12,550	(2,081)	10,468	13,656
	Wastewater	7,853	(3,407)	4,445	8,455
	Storm Water	20,820	(9,386)	11,434	19,993
	Solid Waste	(3,856)	23	(3,833)	(3,954)
Total Utilities		**37,366**	**(14,852)**	**22,515**	**38,149**
Outside Agency					
OA1	**Outside Agency Operating**				
	Library - Young Peoples Writing	5	-	5	5
	Museum Artifacts	24	1	25	25
	Museum Historic Sites	81	8	89	89
	Museum Exhibition	5	-	5	5
	Library - Edmond and Anna Harder Endowment Fund	50	-	50	50
		165	**9**	**174**	**174**
OA2	**Outside Agency Capital**				
	Library Book Collection	3		3	3
	Library Facilities	166	16	182	182
	NABI Building Fund	75	25	100	100
	Library Computer Replacement	224	25	249	249
		468	**66**	**534**	**534**
Total Outside Agency		**633**	**75**	**708**	**708**
Total Reserves		**$116,171**	**($37,411)**	**$78,759**	**$117,092**

As per Policy C-FS-01, Financial Reserves, the City recognizes the need for setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects. This provides stability in property tax, provides contingency funding, and reduces the need for debt financing.

Investments

The City of St. Albert shall invest its funds in a prudent manner, provide optimum investment returns within the prescribed limits, meet the City's cash-flow requirements and maintain capital preservation as per the City of St. Albert's Investment Policy, C-FS-02.

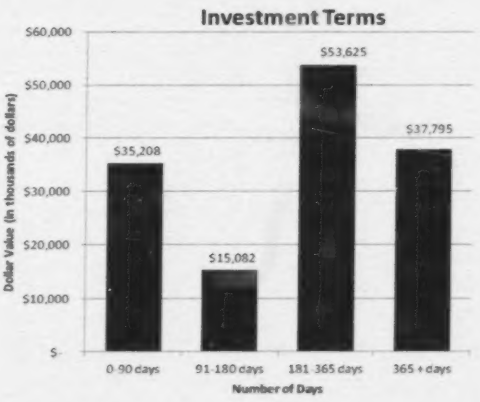
As of March 31, 2016 the City has $141.7 million in cash and investments and earned $666 thousand in investment income, which is 26% of annual budget.

The main objectives of the policy are:

Financial Institution	Portfolio (in thousands)	Percentage
Toronto Dominion	$22,639	14.81%
ATB Financial	5,011	14.34%
Servus Credit Union	5,214	5.84%
BMO Nesbitt Burns	20,050	11.45%
CIBC Wood Gundy	48,010	24.68%
RBC Dominion Securities	10,409	5.92%
Raymond James	5,075	8.62%
CWB	25,303	14.33%
	$141,709	100%

Capital Preservation

The City recognizes its fiduciary responsibility for stewardship of public funds; therefore, the prime objective is to ensure the safety of principal. As illustrated, the portfolio is split between financial institutions to ensure that sufficient diversification exists.



Maintenance of Liquidity

The City maintains an investment portfolio that sufficiently meets its operating cash flow requirements. As illustrated, the portfolio is split between investment terms to ensure anticipated short and long term requirements are met.

Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. The chart on the right compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates to determine whether market yields are being achieved. As illustrated, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

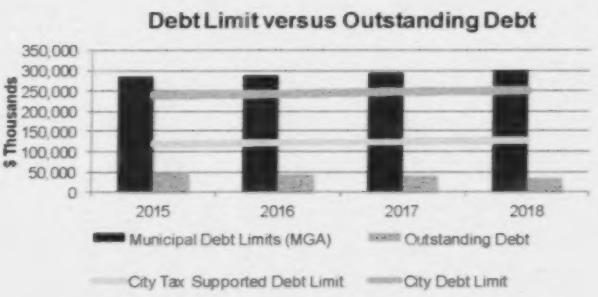
	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	0.98%	0.44%
91 - 180 Days	1.54%	0.49%
181 - 365 Days	1.77%	0.53%
Long Term Investments	Average Portfolio Rate	3 & 7 Yr Bond Rate
2 - 9 Years	2.73%	.52% - 1.00%

Debt

The City of St. Albert shall adhere to a debt limit prescribed by the Province and as detailed per the City's Debt Management Policy, C-FS-03.

As of March 31, 2016, the City had $44.6 million debt outstanding, requiring annual servicing of $6.0 million. The debt relates to two significant projects: Servus Place of $22.4 million and Ray Gibbon Drive of $22.2 million.

As illustrated, the City's outstanding debt is significantly lower than the Municipal ceiling.



GLOSSARY

Term	Description
Capital Preservation	A conservative investment strategy used to ensure funds that are invested are protected.
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Divisions/Departments	Part of the City's organizational structure.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Fiscal Year	January 1st to December 31st.
Forecast	The projection of revenues and expenditures for current fiscal year.
Internal Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Liquidity	The ability to convert an asset into cash in a short period of time.
Long-Term Debt	Debt with a maturity date of more than one year after the date of issuance.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Uncommitted Balance	The reserve dollar amount at year end which has not been committed to specific projects.

For More Information:

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